

Appendix A

UNITED STATES DEPARTMENT OF ENERGY

Competitive Sourcing (A-76) Communications Plan for Information Technology Positions

Revised 9/9/02

Communications Plan for CIO A-76 Study of Information Technology Positions

1.0 Purpose

This is the Communications Plan for DOE's Competitive Sourcing activities under OMB Circular No. A-76, Performance of Commercial Activities for Information Technology Positions with guidelines for the dissemination of both internal and external information. The information contains items specific to this study. The Office of Competitive Sourcing/A-76 is disseminating general Information regarding Competitive Sourcing to ensure consistent communication to all interested parties, while the Office of the CIO is disseminating specific information related the Information Technology Study. Note: This communications plan is meant to be a supplement to and not a replacement of the departmental communications plan.

2.0 Background

The President and the Secretary have tasked the Department with creating the most efficient and effective organization possible. Their goal is to reduce the size and cost of government, to strengthen accountability, maintain effective oversight, and enhance performance reporting. One of the ways to accomplish this objective is through a public-private competition conducted via an OMB Circular A-76 Commercial Activities study. A-76 has been in existence for over 35 years but primarily implemented, with great success, at the Department of Defense. The purpose of A-76 is to ensure that government employees only perform those activities that must be performed by the government. All other activities are subsequently studied to ascertain if they can be performed by the private sector, or by this or another government agency, at the lowest cost. When a function is announced for an A-76 Commercial Activity (CA) study, both the government and private sector have an opportunity to bid for the work. The A-76 CA study involves the development of a Performance Work Statement (PWS) (similar to a Statement of Work), which serves as the cornerstone of the government's solicitation for bids that both the government provider of services and private firms use as the basis for developing their bids, and a Quality Assurance Plan (QASP) for monitoring of the organization which is finally selected to do the work (government or contractor). The A-76 CA study also involves the development of the government's Management Plan consisting of: a Most Effective Organization (MEO) concept of operations; an In-House Cost Estimate (IHCE) which is the MEO's cost estimate for providing the service; a Technical Performance Plan (TPP) which is the government's technical proposal; and, two Transition Plans (one for transition to a contractor operation, and one to the governmental MEO). The A-76 competition concludes with a cost comparison between the government's In-House Cost Estimate and the "best value" selected from the private sector offeror proposals.

The Functional Lead for the IT Competitive Sourcing Study (the DOE CIO) has determined that it will be expensive and contrary to common sense to conduct multiple studies of IT positions over the next few years, each to come up with a most efficient organization for those positions under study. There can only be one “Most Efficient Organization” for IT within DOE. Because of this inescapable logic, the CIO has been granted authority by the Executive Steering Group to conduct one DOE-wide study of all IT in the Department. All Federal IT positions and all IT support contracts will be included in the study. This will reduce the overall cost of the competitive sourcing study, and the monitoring of the post study organization (whether government or contractor). A study of this magnitude involving all IT support for an entire agency has never before been conducted. The potential cost savings and improvements in efficiency are very great. But, this effort will be a very large undertaking and it is critical that the entire A-76 process be conducted thoroughly and in a manner which can withstand any protest of the final result. The timeframes for the study are provided in the CIO A-76 Study Action Plan, but in general the data gathering and preparation of the Performance Work Statement is expected to take about 18 months. In accordance with GAO guidance a separate team will then prepare the MEO and TPP followed by the cost comparison and transition to the new organization. The entire CIO A-76 Study is expected to be completed by January, 2006. This is the first A-76 Competitive Sourcing study to be conducted of a function throughout an entire agency and across the entire country.

3.0 Overall Strategy

Because the A-76 process directly impacts employees, their families and the local community, as well as DOE union agreements, the announcement of the IT study schedules and progress to date must be carefully coordinated.

Due to the contractual sensitivity of the information gathered for the Performance Work Statement (PWS), The Quality Assurance Surveillance Plan (QASP), the Most Efficient Organization (MEO) and Technical Performance Plan (TPP) each team member and support contractor has been required to sign Non-Disclosure Agreements. Communication to affected employees and union representatives, customers, and stakeholders will be as open and timely as possible while still recognizing the contractual sensitivity and adhering to the requirements of the Non-Disclosure Agreement.

As well as all of the methods of communication described below, the most important may be that each site has designated a POC for the A-76 IT study, and that monthly teleconferences will be held with these POC's.

3.1 Preparation

The Office of Competitive Sourcing/A-76 has created a Competitive Sourcing web page to include a FAIR Act subcategory and an A-76 subcategory with links to A-76 regulations, news releases, anticipated dates of study announcements, and other pertinent information, as needed.

Before the official announcement of the functions to be studied, representatives of the Competitive Sourcing/A-76 Project Office met with senior leadership to keep them informed of all aspects of the A-76 studies.

The Office of Congressional Affairs has been involved in all preliminary meetings in order to properly prepare the necessary groundwork for Congressional notification(s).

The LPSO and Field Office Public Affairs Office, at the request of the Headquarters Office of Public Affairs will identify all local media outlets and prepare press releases timed for dissemination with the details of the studies and their potential impacts on respective local communities. All A-76 related press releases need to be coordinated with the Office of Competitive Sourcing/A-76 and Office of Public Affairs.

The Office of Competitive Sourcing/A-76 has sent an e-mail to go out to all DOE employees through the DOECAS electronic mail system, with details of the announcement and the web page address where they can read the transcript of the announcement, and other associated materials. The specifics of the IT portion of the A-76 study will be posted to and regularly updated on this web page. The URL for the DOE A-76 study web page is:
<http://www.ma.mbe.doe.gov/a-76/>.

3.2 Initial Announcement

The initial announcement to Congress included the announcement date, functions, and total number of FTEs to be studied, is being handled through the Office of Congressional Affairs, and the IT Functional Area Team Leader has announced the study plan to the DOE IT community. Notification to the workforce and the unions occurred simultaneously.

3.3 Immediate Follow-up as Firm Schedules are Identified for the Studies

The Office of Competitive Sourcing/A-76 is coordinating additional notifications to customers and other stakeholders with the assistance of applicable LPSOs, Headquarters Elements, and field offices. Information regarding the announced positions, potential impacts to the customer/stakeholder, the Competitive Sourcing/A-76 web page address, and applicable POCs is being provided.

3.4 The Competitive Sourcing (A-76) Coordinating Team

The Competitive Sourcing (A-76) Coordinating Team includes members from: the Office of Competitive Sourcing/A-76; Office of Management, Budget and Evaluation; Office of Congressional Affairs; Office of Public Affairs; General Counsel; Office of Procurement and Assistance Management; Office of Human Resource Management; and other offices as deemed appropriate.

3.5 Continuing Information During The Studies

The functional study Team Leader for IT has and will continue to send any unique information about the IT portion of the study, including schedules, local news articles, frequently asked questions (FAQ), and scheduled employee meetings to the Office of Competitive Sourcing/A-76 and directly to the program LPSO's and field POC's for the IT portion of the A-76 study, to work in partnership to provide information to the employees affected by the study on a continual basis.

All methods of communication are being employed, including memorandums, e-mail, web postings, televideo and telephonic meetings, and site visits. The functional study Team Leader for IT will keep customers/stakeholders updated and respond to their questions.

Local public affairs offices need to be ready to respond to local media inquiries. All A-76 press releases need to be cleared through the Office of Competitive Sourcing/A-76 and Headquarters Office of Public Affairs.

Appropriate Departmental staff is keeping the unions informed on the status of the studies. It is anticipated that unions will periodically meet with the directly affected employees and will seek out local A-76 team members to give and solicit feedback on the study progress.

As each site is visited for data gathering purposes for the preparation of the PWS, the team members will work with the site's A-76 coordinator for the IT portion of the study to arrange briefings for the site's management and affected employees. The entire process will be explained. The team will also request local HR representation to answer any employment related concerns of the affected employees.

3.6 Announcement Date

The announcement of the final competition results requires the same careful coordination as the initial announcement. Directly affected employees will be informed in a closed meeting with HR and legal representatives capable of responding to questions and concerns that may arise from the decision. The schedule for the completion of the PWS and QASP, the MEO, TPP, the solicitation and review of bids, and the comparison of the contractor bids to the government in-house cost estimate are all provided in the A-76 IT Study Action Plan. In general, the overall study and announcement of the results should be completed about December of 2005.

4.0 Objectives

The overall objective of this plan is to provide the functional study Team Leader for IT general guidelines for effective communication during the A-76 study process. Specifically, the plan will:

- Increase awareness and promote understanding of the A-76 process
- Serve as a guide for providing consistent communication about A-76
- Describe the messages, target audience, vehicles and timing of communications geared to mitigate resistance and obtain support and commitment from the union, impacted employees, stakeholders and customers
- Serve as a method for obtaining buy-in and participation during the A-76 process

The plan is created with general guidelines in order to accommodate the ever-changing communication needs during the A-76 study process. The success of the communication effort depends on the functional study Team Leader's ability to assess each situation and to adjust the communication product or frequency as dictated by the feedback of the participants. In large part, the success of the A-76 study process hinges on effective communication to both internal and external audiences.

4.1 Identify the target audiences and their basic information needs

Identifying the target audience and their information needs is an important first step in the process. The target audience dictates the amount and type of information to be provided to ensure that all participants in the A-76 process remain informed and involved. Table 7 shows common A-76 target audiences and the types of information required.

Table 2: Target Audiences and Information Needs

Target Audience	Information
Internal Audience	
Lead Program Secretarial Offices, Heads of Headquarters Elements, Field Offices, and Program Secretarial Offices	<ul style="list-style-type: none"> • Information on A-76 Team decisions that may have policy or legal implications • Progress updates from A-76 teams • Information necessary to update CAMIS • Information on funding requirements including contractor support
Activity Contracting Offices	<ul style="list-style-type: none"> • An explanation of the A-76 study process • Schedule of dates of solicitations • Information for completing Schedules B, L and M of the solicitation
Headquarters Office of Competitive Sourcing/A-76	<ul style="list-style-type: none"> • A-76 Team decisions that may have policy or legal implications • Policy Guidance • A-76 Study Program progress • Information necessary to update CAMIS • Independent Review Guidance • Lesson Learned during the A-76 Study • Reports on contractor support performance • Budget funding needs • A-76 Team meeting schedules
Field Office Managers, A-76 site IT POC's, and Human Resources Offices	<ul style="list-style-type: none"> • An explanation of A-76 study process • A-76 site visit schedules • Schedules for meeting with employees • Updates on Human Resource issues
Local Public Affairs Office	<ul style="list-style-type: none"> • An explanation of A-76 study process • A-76 Study Program progress • Functional Study Team meeting schedules • Schedules for meeting with employees
Federal Employee Union Representatives	<ul style="list-style-type: none"> • Need for the study and function under study • An explanation of the A-76 study process • A-76 Study Program progress • Functional Study Team meeting schedules • Employee rights and benefits

Target Audience	Information
Internal Audience	
DOE Federal Employees announced for Study	<ul style="list-style-type: none"> • An explanation of the A-76 study process • An understanding the need for the study • Constant communications to allay any undue fears and maintain morale • Reinforcement of the importance of employee participation in the A-76 study process • Rights of and benefits to employees during, and as a result of, A-76 study process • A-76 Study Program progress
External Audience	
Customers	<ul style="list-style-type: none"> • Updates on issues from the A-76 study which affect the products and services they receive • A-76 Study progress •
Stakeholders	<ul style="list-style-type: none"> • Updates on issues from the A-76 study which affect the Department's products and services.
Local Community	<ul style="list-style-type: none"> • An understanding of the need for the study • The potential effect on the workforce and the community • Employee rights • The A-76 process for fair and equitable competition

4.2 Identify Communication Needs and the Responsible Office

Identifying communication needs and the individual/office responsible is also important to ensure that all levels of DOE understand their responsibilities as partners in the communication process. Table 3 identifies common communication needs during the A-76 process and the responsible office.

Table 3: Communication Needs and the Responsible Office

Communication Needs	Office
Acquisition planning, source selection, and other procurement assistance	<ul style="list-style-type: none"> • OMBE and Office of Procurement
Manpower management	<ul style="list-style-type: none"> • Local human resources office and the Office of Human Resource Management)
Updates on FAIR Act inventory, policy guidance for the Operations and Field Offices	<ul style="list-style-type: none"> • Office of Competitive Sourcing/A-76
PWS/QASP guidance, schedules of studies and	<ul style="list-style-type: none"> • Office of Competitive Sourcing/A-76

their progress	
Oversight for the A-76 Program throughout DOE	<ul style="list-style-type: none"> Office of Competitive Sourcing/A-76, Executive Steering Group
Overall policy guidance	<ul style="list-style-type: none"> Office of Competitive Sourcing/A-76, Executive Steering Group
Specific A-76 guidance and overall progress of current A-76 Program	<ul style="list-style-type: none"> Office of Competitive Sourcing/A-76

4.3 Identify Methods of Communication

Identifying the most effective methods of communication for each target audience and a schedule, which ensures that participants will receive current, timely information, is another important step in the implementation of an effective Communication Plan. Table 4 identifies common target audiences and the most efficient methods of communication for A-76 studies.

Table 4: Methods of Communication and the Target Audience

Methods of Communication	Types of Communication	Target Audience	Schedule	Responsible Party
Video Teleconference or Video tape	<ul style="list-style-type: none"> Program Objectives and Leadership Commitment 	<ul style="list-style-type: none"> All impacted DOE employees 	<ul style="list-style-type: none"> As required 	<ul style="list-style-type: none"> Office of Competitive Sourcing/A-76

Methods of Communication	Types of Communication	Target Audience	Schedule	Responsible Party
All Hands Meetings	<ul style="list-style-type: none"> • Schedule of A-76 studies • HR information 	<ul style="list-style-type: none"> • Impacted employees 	<ul style="list-style-type: none"> • As frequently as necessary 	<ul style="list-style-type: none"> • IT Functional Study Team Leader, A-76 IT Team and Office of Competitive Sourcing/A-76 with assistance from local human resource offices
DOE and local A-76 Web Pages	<ul style="list-style-type: none"> • Frequently Asked Questions • Lesson Learned • Templates of PWS/QASP 	<ul style="list-style-type: none"> • Lead Program Secretarial Offices, Headquarters Elements, Field Offices, A-76 teams, unions, impacted employees, local communities 	<ul style="list-style-type: none"> • Update as frequently as needed 	<ul style="list-style-type: none"> • Office of Competitive Sourcing/A-76 with assistance from the IT Functional Study Team Leader and A-76 IT team
Pre-solicitation, Data Gathering Site Visits for A-76 studies	<ul style="list-style-type: none"> • Explanation at each site of the IT A-76 process. • Data gathering for the PWS and QASP development. 	<ul style="list-style-type: none"> • Potential Contractors and the MEO/TPP team. 	<ul style="list-style-type: none"> • To be provided as an appendix to the IT Competitive Sourcing Action Plan. 	<ul style="list-style-type: none"> • IT Functional Study Team Leader, A-76 IT team with assistance from the Office of Competitive Sourcing/A-76, LPSOs, and Field Offices (A-76 IT Site POC) with assistance from the OMBE and local contracting offices
News Stories, Editorials	<ul style="list-style-type: none"> • Study Announcement Timelines 	<ul style="list-style-type: none"> • Impacted employees, local 	<ul style="list-style-type: none"> • As needed 	<ul style="list-style-type: none"> • IT Functional Study Team Leader, A-76 IT

Methods of Communication	Types of Communication	Target Audience	Schedule	Responsible Party
	<ul style="list-style-type: none"> Impact on the community 	community		team, Headquarters A-76 Coordination Team and local public affairs offices
Local Bulletin Boards	<ul style="list-style-type: none"> Current timeline All Hands Meetings Union communications 	<ul style="list-style-type: none"> Impacted employees 	<ul style="list-style-type: none"> As needed 	<ul style="list-style-type: none"> Competitive Sourcing/A-76 Office, IT Functional Study Team Leader, Local A-76 IT Study POC's
Local Suggestion Boxes	<ul style="list-style-type: none"> Process Improvements Questions and Concerns 	<ul style="list-style-type: none"> Impacted Employees 	<ul style="list-style-type: none"> As needed 	<ul style="list-style-type: none"> Competitive Sourcing/A-76 Office, IT Functional Study Team Leader, Local A-76 IT Study POC's
Local Hot Lines, Newsletters, Website, Video Conference, E-Mails	<ul style="list-style-type: none"> Questions and Concerns 	<ul style="list-style-type: none"> Impacted Employees 	<ul style="list-style-type: none"> As needed 	<ul style="list-style-type: none"> Competitive Sourcing/A-76 Office, IT Functional Study Team Leader, Local A-76 IT Study POC's

4.4 Create a Schedule For Implementing the Communication Plan

Implementation of an ongoing Communication Plan will require a plan of action, which identifies the type of message, target audience and vehicle with assigned tasks and scheduled release dates. Table 5 is a suggested format for monitoring the implementation plan. The table pulls the information from Table 3, Communication Needs and the Responsible Office, and then assigns a Scheduled Completion Date and the office/individual assigned the task. The first line has been completed as an example.

Table 5: Communication Schedule

Communication Needs	Target Audience	Method of Communications	Scheduled Completion Date	Responsible Party
Employee Meetings	Affected Employees	All Hands meetings, Video Teleconferencing and/or Site Visits.	As Needed	Functional Study Team Leader and Local A-76 POC's
Request for CIO POC's for Study	LPSOs, Headquarters Elements, Field Offices	Memorandums and Emails	TBD	Functional Study Team Leader
A-76 Action Plan and Updates	Affected Employees	Memorandums, Emails, Website	Submitted 5/21 for Exec Comm. Approval	Functional Study Team Leader
A-76 Background and Training Info	All Employees	Website	Submitted Request 4/22 to Competitive Sourcing/A-76 Office	Competitive Sourcing/A-76 Office

5.0 General Communication Guidelines Important Points to Remember

Below are general communication guidelines that must be followed for successfully implementing the A-76 program throughout the Department:

- Due to the sensitivity of the A-76 study process, the Headquarters Office of Competitive Sourcing/A-76 and the Office of Public Affairs need to be involved in providing guidelines for any internal or public communication regarding the study.
- Face to face communication is the most effective communications tool followed by written material.
- Feedback is essential to the evolution of the communication strategy.
- Communication efforts must keep in mind that employees fear the unknown perhaps more than the outcome of the A-76 effort.
- Open communication between employees and their supervisors is essential.
- Ensure that there is a POC established for employees to get HR related information.
- Cost-cutting initiatives and studies, regardless of current terms used to describe them, will be perceived by all audiences, including the civilian workforce, as downsizing efforts.
- All audiences will have preconceived ideas about the A-76 process and communications including:
 - Have decision's already been made?
 - Why is DOE doing this study?
 - Is there a pre-determined agenda?
 - Will there be opportunities for federal employees in the new organization?

6.0 Additional Communication Contacts

A field representative serves on the IT Functional Study and Performance Work Statement (PWS) development teams. Questions and suggestions from affected field activities are encouraged. This representative may be contacted directly, as can any member of the teams. Because of the contractual sensitivity of the information being gathered for the preparation of the PWS, each team member is bound by a non-disclosure agreement, so certain information may not be available for general dissemination until specific milestones have been reached; e.g., drafts of the PWS will not be distributed until the solicitation is announced so that all bidders are treated equally. See the IT competitive Sourcing Action Plan for details concerning these milestones.

The A-76 IT Study POC's are listed below.

6.1 Internal Media Outlets

- DOE internal newsletter
- DOE web page
- DOECAST

6.2 General Information Approved for Release

TBD

6.3 Points of Contact

Title/Position	Name	Phone Number	Fax Number	Email Address
Office of the Secretary	TBD	TBD	TBD	TBD
Headquarters Competitive Sourcing/A-76 Coordinating Team	Dennis O'Brien	202-586-1690	586-1972	dennis.o'brien@hq.doe.gov
DOE Management Council	Bruce Carnes	202-586-4171	586-1972	bruce.carnes@hq.doe.gov
Office of the General Counsel	Maryann Shebek Prentis Cook	202-586-1519 202-586-3430		maryann.shebek@hq.doe.gov Prentis.Cook@hq.doe.gov
Office of Congressional Affairs	Kathy Perry	202-586-2777		Kathy.perry@hq.doe.gov
Office of Management, Budget and Evaluation	Howard Borgstrom	202-586-3960		Howard.Borgstrom@hq.doe.gov
Office of the Inspector General	TBD	TBD	TBD	TBD
Office of Public Affairs	Alfonso Aguilar	202-586-4940		alfonso.aguilar@hq.doe.gov
Office of Procurement and Assistance Management	Jan Chavez	202-586-3215		Jan.chavez@hq.doe.gov
Office of Human Resource Management	Robert Keener	202-586-1542		robert.keener@hq.doe.gov

Title/Position	Name	Phone Number	Fax Number	Email Address
Lead Program Secretarial Offices	TBD	TBD	TBD	TBD
A-76 CIO Functional Leader	Karen Evans	202-586-0166	202-586-7966	Karen.evans@hq.doe.gov
A-76 CIO Program Manager	Bill Sylvester	202-586-0166	202-586-7738	bill.sylvester@hq.doe.gov
A-76 CIO HQ POC	Rickey Hall	301-903-8022	301-903-2261	Rickey.hall@hq.doe.gov
A-76 CIO Field POC	Jeff Vaughn	937-865-3022	937-865-4312	Jeff.vaughn@ohio.doe.gov
A-76 CIO Team Member	Kevin Cooke	202-586-6566	202-586-9833	Kevin.cooke@hq.doe.gov
Management Plan Team Leader	TBD	TBD	TBD	TBD
PWS Team Leader	TBD	TBD	TBD	TBD
Field Liaisons	TBD	TBD	TBD	TBD